

National Institute for School Leadership LEAD-Kentucky

Leadership Matters!

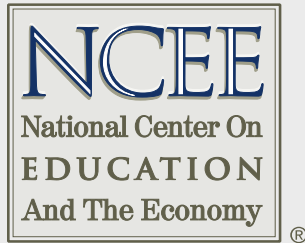


NISL

NATIONAL INSTITUTE FOR
SCHOOL LEADERSHIP®

THE LEADER IN SCHOOL LEADERSHIP

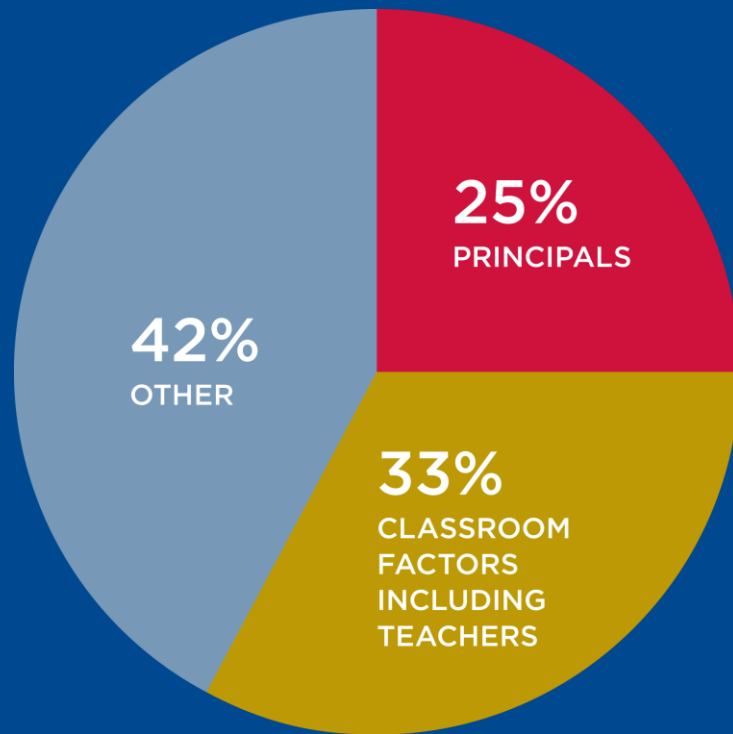
THE LEADER IN SCHOOL LEADERSHIP



Researching the world's best performing education systems for over 25 years

- ✓ A division of the not-for-profit NCEE
- ✓ The leading curriculum—More than 12,000 trained
- ✓ 13 State DOE partnerships
- ✓ Selected for two major US DOE Studies
- ✓ Three independent studies show student gains
- ✓ Recognized by BRT and Wallace/RAND

WHY SCHOOL LEADERSHIP?



Principals are responsible for over 25% of school effects on student learning...

...and also impact the hiring, training, and retention of teachers — who account for 33% of the effects.

MAKING A LEADER



A LEADERSHIP PROGRAM DEVELOPED BY LEADERS IN THEIR FIELDS

LEADERSHIP & ORGANIZATION	PROFESSIONAL DEVELOPMENT	STANDARDS-BASED INSTRUCTION
Peter Senge Lester Thurow Marie Eiter	Marie Eiter Peter Hill	Marc Tucker Peter Hill
ETHICS	 BENCHMARKING THE BEST: GLOBAL EDUCATION LEADERS, BUSINESS, MILITARY, LAW, AND MEDICINE	STRATEGIC THINKING
Tom Sobol Bob Hughes		Gen. Tom Moorman George Thibault Col. David Tretler
MATH		LITERACY
Li Ping Ma Barbara Forman Phil Daro	SCIENCE Scott McDonald	Gay Su Pinnell Barbara Forman Lucy Calkins Sally Hampton

THE EXECUTIVE DEVELOPMENT PROGRAM

1.

For all leaders

- ✓ Aspiring, Novice, Veteran
- ✓ K-12
- ✓ Turn-around to Top-Performing
- ✓ Teacher Leaders to District Admin.

2.

Rigorous

- ✓ 12-15 months
- ✓ 12 two-day sessions
- ✓ 144 additional hrs.

3.

Comprehensive

- ✓ PSEL (ISLLLC) aligned
- ✓ Vision and Goals
- ✓ Teaching and Learning
- ✓ Transformation

4.

Scalable

- ✓ Train-the-Trainer or
- ✓ Direct Delivery

5.

Proven

- ✓ 3 Third-Party Studies
- ✓ Raises Student Achievement
- ✓ ESSA Evidence for Title I&II

A COHERENT AND COMPREHENSIVE CURRICULUM

COURSE 1

World-Class Schooling: Vision and Goals

- ✓ Create a vision
- ✓ Quality teaching for all students
- ✓ Strategic framework for implementation

COURSE 2

Focus on Teaching and Learning

- ✓ How students learn
- ✓ Instruction in content areas
- ✓ Coach improved instruction
- ✓ Aligned instructional systems

COURSE 3

Sustaining Transformation Through Capacity and Commitment

- ✓ High-performance organization & management
- ✓ Agile change process
- ✓ Ethical culture

COURSE 1

WORLD-CLASS SCHOOLING: VISION AND GOALS

UNIT 1

The Educational Challenge

- ✓ Challenge of the global economy
- ✓ Skills students require
- ✓ Equity—get every student ready

UNIT 2

The Principal as Strategic Thinker

- ✓ Thinking strategically
- ✓ Decision making processes
- ✓ Analyzing situations
- ✓ Overcoming barriers

UNIT 3

Elements of Standards-Aligned Instructional Systems

- ✓ Coherent standards
- ✓ Aligned systems
- ✓ Using standards and assessments
- ✓ Building curriculum frameworks
- ✓ Selecting aligned materials
- ✓ The school leader's role

COURSE 2

FOCUSING ON TEACHING AND LEARNING

UNIT 4

Foundations of Effective Learning

- ✓ How people learn
- ✓ Implications for instruction
- ✓ The learning environment
- ✓ Language and learning across disciplines

UNIT 5

Leadership in the Instructional Core—ELA and History

- ✓ Knowledge building in ELA
- ✓ Reading comprehension model
- ✓ Standards, rubrics and instruction
- ✓ Writing modes
- ✓ Organizing concepts for History
- ✓ History & college / career prep

UNIT 6

Leadership in the Instructional Core—Science and Math

- ✓ Learning theory—science and math
- ✓ Conceptual knowledge
- ✓ Formative Assessment
- ✓ Language in learning math and science
- ✓ Inquiry-based Instruction
- ✓ Aligned curriculum, instruction and assessment

UNIT 7

Coaching for High Quality Teaching

- ✓ Teaching variability
- ✓ Educator effectiveness systems
- ✓ Using classroom observation and other data
- ✓ The EDP instructional coaching model
- ✓ Professional Development
- ✓ Human Capital Management Model

COURSE 3

SUSTAINING TRANSFORMATION

UNIT 8

Promoting the Learning Organization

- ✓ School as learning organization
- ✓ Apply learning principles to PD
- ✓ Principles of adult learning
- ✓ Promote professional learning
- ✓ Teacher accountability models

UNIT 9

Teams for Instructional Leadership

- ✓ Levers to improve instruction
- ✓ The leadership team
- ✓ Collective leadership
- ✓ High-performing teams
- ✓ Team: goals, recruitment, selection, motivation

UNIT 10

Ethical Leadership for Equity

- ✓ Equity
- ✓ Ethical assumptions & decisions
- ✓ Just, fair, and caring community

UNIT 11

Driving & Sustaining Transformation

- ✓ The leader's role
- ✓ Academic, social, emotional and ethical development
- ✓ Agile leadership
- ✓ Adaptive changing process
- ✓ Designing, leading, and driving change
- ✓ The VUCA environment
- ✓ Identify root problems and causes
- ✓ Select strategies and formulate plans

UNIT 12

Final Case Simulation & Presentations

- ✓ Case study analysis and presentation
- ✓ Synthesizing the EDP learning
- ✓ Strategic thinking sets priorities and next steps

DELIVERY BASED ON ADULT LEARNING RESEARCH



- ✓ Cohort Based (25-32)
- ✓ Extended
- ✓ Executive Development (eg: Case Study Methodology)
- ✓ Blended Learning
- ✓ Applied

SEQUENCED TO MAXIMIZE IMPACT



- ✓ Pre-work | Face-to-Face | Application
- ✓ Prep includes readings, online work, assessments
- ✓ 12 two-day units
- ✓ Delivered over 12-15 months
- ✓ Planned around district schedule

THE NISL APP: DIGITAL RESEARCH

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Day One

- 2.5 Examining School or District Visions
Assessment and exchange of Vision statements
75 minutes · Gallery Walk / Small Group Discussion
- 2.6 Examining Strategy
Exploration of the elements that comprise the making of Strategy
105 minutes · Presentation
- 2.7 Summary and Making Connections
Revising understanding of context, vision and strategy and connecting to the Action Learning Project Summary and Making Connections Across Day One
45 minutes · Presentation

Day Two

- 2.8 Building Leadership
An exploration of managing versus leading, and distributed leadership
75 minutes · Group Discussion
- 2.9 Strategy Elements and the Transformation Organizations
Transformation at Ford Case Study
150 minutes · Case Study
- 2.10 Approaches to Decision-Making
Cuban Missile Crisis Case Study
120 minutes · Case Study

FACILITATOR GUIDE
2016 Edition - National

2.6.5 Strategic Thinking Versus Operational Planning
10 minutes
Display Slide 14: Operational Planning.
Drawing on your experience i...

NISL EXECUTIVE DEVELOPMENT PROGRAM
Course One • Unit Two

2.6.5 STRATEGIC THINKING VERSUS OPERATIONAL PLANNING

Consider the following points:

- ✓ Strategic thinking is neither operational staging or structures nor tactical planning.
- ✓ Strategy is all about systemic approaches in matching ways and means to achieve ends

Operations are discrete sets of actions which, when joined, will accomplish part of a strategy. Operations achieve incremental ends or sub-goals that are vital to achieving the full strategic goals. They should be thought of as the steps required to move from A to B on the timeline from the inception of the strategy to its full accomplishment. When achieved, an operation will provide a short-term success and will be a building block to the achievement of the total strategy. Operations involve collaborative and integrated work.

Operational planning is the process of developing actions to execute a part of the strategy that will move the organization closer to its ultimate goals. In the

- ✓ Course Content
- ✓ Slide Decks
- ✓ Facilitator Guides
- ✓ Videos
- ✓ Case Studies
- ✓ Readings
- ✓ Handouts

THE NISL APP: DIAGNOSTICS

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Saba Saba NISL | Saba Foundation Diagnostics

INSTRUCTIONAL LEADERSHIP INSTRUMENT

Analyze My Responses

Leadership Attributes Report
My profile of NISL leadership attributes based on my responses to the survey items

Matrix Report
My stated level of expertise for each category plotted against my perceived level of priority

Review My Responses

Evidence Report
Review the evidence I provided to justify my responses

Category Report
Review my responses to each item, organized by category

User Guide

View User Guide

Instructional Leadership Instrument

Aligned Instructional System				
	Strongly Disagree	Slightly Disagree	Slightly Agree	Strongly Agree
High Priority	●	● ●		
Medium Priority	●	●	● ●	
Low Priority	●			
Not a Priority				

High Performance Organization and Mgmt				
	Strongly Disagree	Slightly Disagree	Slightly Agree	Strongly Agree
High Priority		●		

✓ Leadership Insight

- Leadership Skills
- School Diagnostic
- Aligned Instruction

✓ Application

- Real-time Scoring
- Tailors Learning
- Identifies Opportunities
- Informs ALP

THE ACTION LEARNING PROJECT

- ✓ Field-based, job-embedded learning
- ✓ Informed by district and school priorities
- ✓ Digital Portfolios enable evaluation & coaching
- ✓ Fosters school-level collective leadership
- ✓ Professional learning: research, analysis, synthesis, reflection



NATIONAL INSTITUTE FOR
SCHOOL LEADERSHIP

Executive Development Program

Foundations

LMS

Tools

Downloads

Logout



WELCOME
Ken Rybarczyk

ACTION LEARNING PROJECT

The Action Learning Project (ALP) is a tool by which you can improve student performance in your school. The ALP allows you to address your primary work and responsibilities as you move through the National Institute for School Leadership (NISL) Executive Development Program (EDP).



Overview

The ALP helps focus action research on aspects of effective teaching in your school or district in order to support student learning



Analyze the Opportunities

Use diagnostics and other data to identify potential opportunities for an ALP that will drive higher levels of student achievement



Design Your Action Learning Project

Document and monitor your timelines, milestones, organizational support, professional development and training, talent and other resources



Manage Your Action Learning Project

Discuss your original vision, results (to date), the strategies you used, any unexpected shifts or changes to plan, and interim lessons learned



Literature Review

Access planning templates to help you thoroughly analyze and define the context, vision and strategic intent of your intended project

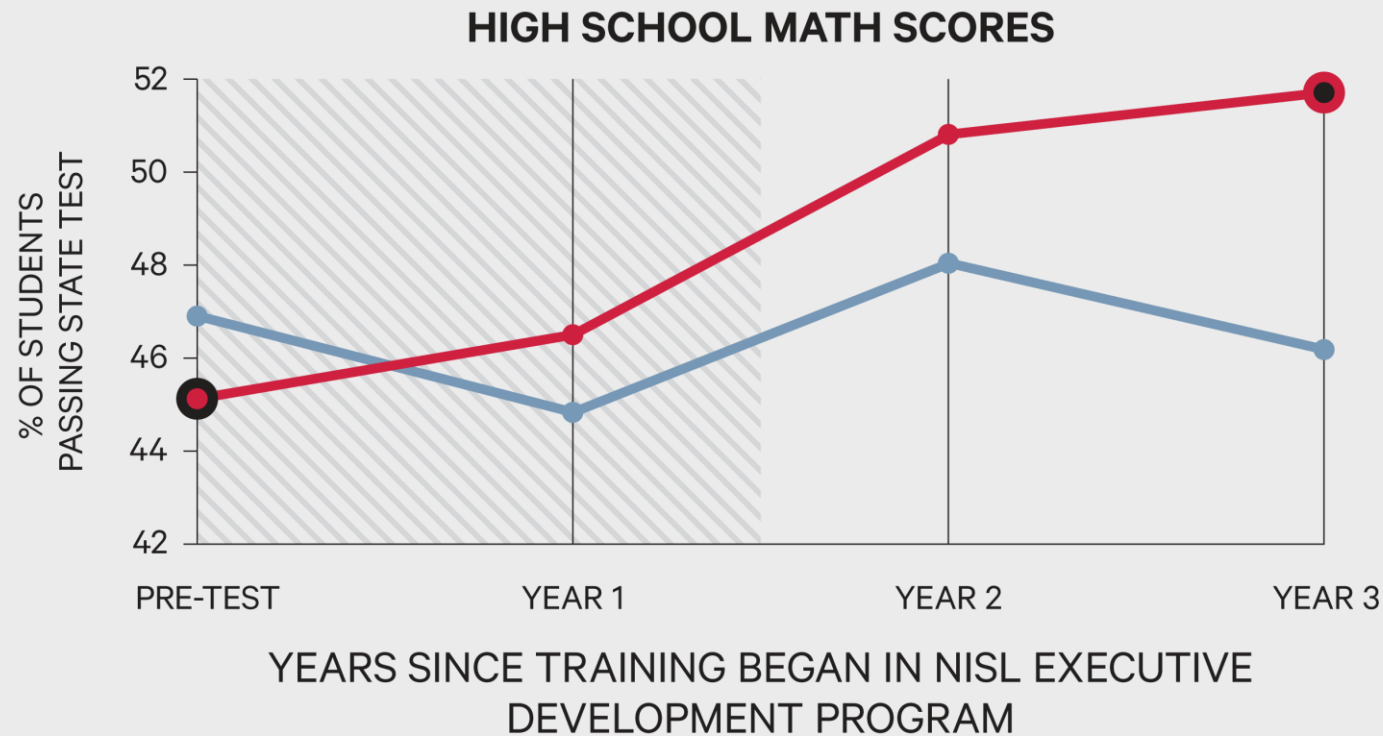
STUDIES: NISL TRAINING RAISES STUDENT ACHIEVEMENT

JOHNS HOPKINS UNIVERSITY AND OLD DOMINION UNIVERSITY

STATE	NUMBER OF SCHOOLS STUDIED	STATISTICALLY SIGNIFICANT GAINS*	
		READING	MATH
MASSACHUSETTS Round #1	64		✓
MASSACHUSETTS Round #2	38	✓	✓
PENNSYLVANIA Round #1 <small>6M AFTER GRADUATION</small>	101	✓	✓
PENNSYLVANIA Round #2 <small>18M AFTER GRADUATION</small>	101	✓	✓
MILWAUKEE	21	✓	✓

*Gains were
equivalent to
1-2 additional
months of learning.

NISL IMPACT ON STUDENT ACHIEVEMENT

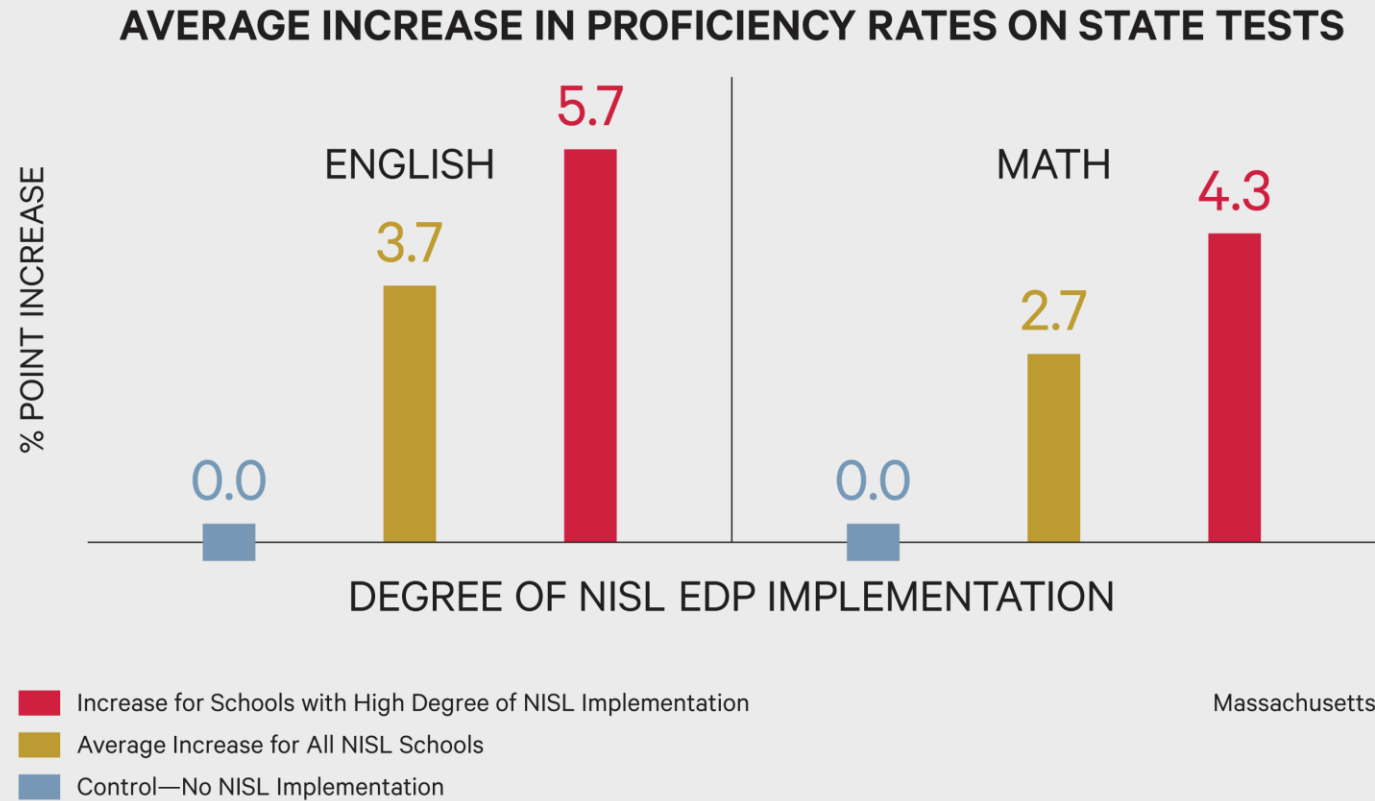


- NISL Schools
- Comparison Schools
- Period of Training
- **Started 2 Percentage Points Behind**
- **Ended 5 Percentage Points Ahead**

Pennsylvania

✓ On average, the 14 NISL schools started out 2 percentage points (PP) behind the comparison schools, and surpassed those same schools by 5 PP after three years.

NISL HELPS TURN AROUND IN 20 DISTRICTS



✓ 38 schools average free and reduced lunch: 69%

**NISL EDP identified as only Professional
Learning activity eligible for Title I ESSA
funding shown to improve student
achievement**

STUDENT IMPACT AND COST PER BUILDING



A RESEARCH-BASED CURRICULUM CREATING HIGH-PERFORMING SCHOOL LEADERS



LEAD-Kentucky



Leadership Matters!

LEAD-Kentucky



-
- Kentucky statute 160.346 requires support for leadership in our schools and with the reductions in federal and state funding streams, it is critical to build internal capacity to develop and support building level leaders in sustainable ways.
 - Ultimately this work will ensure that there is an increase in the number of well-trained principals available for turnaround schools and situations. Frequently we did not find principals who met those criteria when hiring for the Priority Schools.
 - To date, over 250 Kentucky administrators have completed the LEAD-Kentucky program.

LEAD-Kentucky



Through our District 180 organizational framework we have three regions across Kentucky:

East
Central
West

Cadres of LEAD-Kentucky participants will be organized in each of these regions

Cadres will be led by NISL trained Kentucky educational recovery staff, university faculty, and KDE staff.

LEAD-Kentucky



Interested candidates should send inquiries to:
kdenisl@education.ky.gov

How do you get involved?

Contact your region's Educational Recovery Director for additional information about NISL

East: Susan.greer@education.ky.gov

Central: Tim.godbey@education.ky.gov

West: Julia.Rawlings@education.ky.gov

Associate Commissioner:

Kelly.foster@education.ky.gov at KDE Frankfort for general information and additional enrollment materials

THANK YOU